

Memorandum



City Manager

TO: Mayor and City Council
FROM: Will Manley, City Manager, (x8884)
DATE: July 16, 2001
RE: Police Department Issues

Attached is a report submitted by Police Chief Ralph Tranter regarding a number of issues that I have asked him to look into and report back on to me.

If you have any questions, please contact either the Chief or me. This has been placed on the IRS for July 19.

Attachment

TEMPE POLICE DEPARTMENT

MEMORANDUM

TO: Will Manley
City Manager

FROM: Ralph Tranter
Police Chief

DATE: July 11, 2001

SUBJ: PD Issues

Over the past several weeks you and I have discussed a variety of topics involving the police department. Per your request, I am providing you with additional information on those topics. It is my hope that this will provide clarification to some or all these issues. As usual, please feel free to contact me should you have any additional questions or concerns. I can be reached at my extension X8750.

❑ Crime Rate

The *crime rate* consists of Part I Uniform Crime Report crimes (homicide, rape, robbery, aggravated assault, burglary, theft, motor vehicle theft, and arson) reported per thousand population. The resident population of Tempe is approximately 159,000, however, the actual number of people in Tempe routinely exceeds the resident population. The actual number of crimes rose by 7.9% in 2000; however, the crime rate rose by 7.3%. Below is an overview of changes in the crime rate over several years.

Tempe UCR Crime Rate Change

2000	+7.3 %
1999	-9.4%
1998	0 %

1996 – 2000 (Five Year) +3.6 %

Tempe has a higher crime rate than Phoenix and other East Valley cities, however, several factors affect the crime rate which make it difficult to compare crime rates among cities. It is erroneous to draw conclusions from UCR statistics alone. Some of the factors affecting the volume and type of crime in Tempe are:

- Population density and degree of urbanization.

Tempe	4307 people / Sq. Mile
Scottsdale	1190 people / Sq. Mile
Phoenix	2818 people / Sq. Mile
Mesa	2928 people / Sq. Mile
Chandler	3323 people / Sq. Mile

- ASU and popular Tempe attractions and events increase the population in Tempe on a routine basis. This means that crimes committed on non-Tempe residents are counted in our aggregate crime numbers, but the individuals are not included in our population, which is a factor in determining the crime rate. As example, approximately 25% of the reported victims of UCR Part I crimes during the first quarter of 2001 were not Tempe residents.
- Central location in the Phoenix metro area (cross and commuter traffic) and Arizona State University (45,000 students).
- Modes of transportation and highway systems (access). For instance, over 50% of neighborhood traffic enforcement involve non-Tempe residents.
- Special Events: Over 400 in Tempe.
- Employment: The number of jobs in Tempe exceeds the local workforce.
- Youth concentration in population.

- Citizens' attitudes towards crime.
- Crime reporting practices of the citizenry.
- UCR Parameters which give the same numeric value to property crimes as to crimes against persons. The vast majority of reported crimes in Tempe involve theft.

A final note regarding the UCR is that Tempe experienced a record number of homicides during 2000. However, year-to-date (2001) there have been no reported homicides in Tempe; compared to approximately six during the time period in 2000. Homicide is a highly variable crime from year to year. It is difficult to statistically compare crimes which occur less than 50 times per year.

□ Staffing

Staffing remains a challenge for the Tempe Police Department. An intense competition exists between most agencies in the valley, state, and nation for the limited pool of qualified candidates. This has been exacerbated by a strong economy in the private sector over the past several years.

The TPD currently has 322 authorized sworn positions, additional funding for 8 over-hires to augment staffing efforts, and funding to hire 4 Special Enforcement Unit Motor Officers this fiscal year so they will be available in the field in July 2002. We currently have 316 Police Officers on board and have 15 qualified candidates ready to enter the Phoenix Regional Police Academy on July 23rd. We are also in the process of testing applicants for future classes.

The following comparative staffing information was obtained on July 10, 2001 and demonstrates the staffing issues facing all valley law enforcement agencies. To ensure consistent comparisons with other agencies our authorized number of 322 is used in the table below.

<u>Agency</u>	<u>Authorized</u>	<u>Actual</u>	<u>Need to Hire / % Need to Hire</u>	
Tempe	322	316	6	1.9%
Chandler	286	272	14	4.9%
Mesa	808	721	87	10.8%
Gilbert	137	125	12	8.8%
Glendale	333	313	20	6.0%
Peoria	181	168	13	7.2%
Scottsdale	360	340	20	5.6%
Phoenix	2811	2710	101	3.6%

The Department recently completed a study of police officers leaving the Department from fiscal years ending 1994 – 2001. The following are general observations from the study covering attrition and hiring over the past eight years:

- During this period 205 Officers left the Department and 65% left for three primary reasons.
 - ⇒ 37% retired.
 - ⇒ 16% failed to complete the Academy/Training process.
 - ⇒ 12% left to pursue other career opportunities.
- 15 officers left the Department to work for other law enforcement agencies during the past 8 fiscal years. This accounts for 7.3% of all departures from the PD during the study period.
 - ⇒ 6 went to other Valley law enforcement agencies (3 to Phoenix, 2 to Gilbert, and 1 to Peoria). One individual who left the Department requested reinstatement, but was denied due to past performance issues.
 - ⇒ 9 went to law enforcement agencies outside the Valley.
- Over the past four years 14 officers were lateral transfers to Tempe PD from other law enforcement agencies throughout the state.
- Officers who left the Department for reasons other than retirement had minimal years of service.
 - ⇒ 73% had less than five years of service.
 - ⇒ The total mean years of service was 3.61 years, while the median was 1.52 years.

Staffing over the past year has been one of our top Department strategies. Toward that effort we have employed a system of new actions to increase staffing and promote a more diverse workforce.

- Adjusted the educational requirement from 60 hours of college credit to a HS diploma or GED.
- Increased the recruiting budget from \$1,500 to over \$27,000, effective July 2001.
- Assigned and trained new recruiting staff.
- Improved background investigations.
- Implemented a recruiting plan.

- Collaborating with the school districts in Tempe to staff five School Resource Officer Grant positions with retired officers who remain POST certified.
- Supported passage of DROP legislation to retain 20-year veterans.

The issue of staffing is fairly complex. Hiring standards should not be relaxed while we study the effects of revised recruiting efforts on the high turnover rate of officers with under five years of service. Pay, benefits, and the quality of supervision also require examination. A copy of the actual retention/hiring study will be forthcoming after further analysis.

❑ **Reorganization**

The TPD management hierarchy was reduced and reorganized at the direction of former Interim Manager John Greco. A net total of three sworn management positions were eliminated through attrition above the rank of Sergeant. The reduction in management staff kept three officers *on the street* while reducing salaries.

The Division Commander rank, consisting of four positions, was eliminated in favor of two additional Assistant Chiefs to promote organizational balance and coverage. The reorganization salary savings, which also included one Lieutenant position, more than covered all reorganization salary adjustments and provided a budget surplus of approximately \$100,000.

According to a 1999 Phoenix PD organizational chart Phoenix has seven Assistant Chief positions, which are paid higher salaries than the TPD Chief. Moreover, Tempe PD reduced sworn management positions above the rank of Sergeant from 18 to 15, resulting in one of the leanest police management structures in the Valley. For comparison purposes TPD had 18 management positions in 1987, overseeing 175 fewer personnel.

❑ **Red Board**

Red board is a term that was coined within the TPD back in the early 1970's. A wall map of the City, subdivided into beats, was located above the dispatch console in the radio room. Dispatchers activated red lights in each beat as the respective beat units became busy. The term *red board* indicated that all officers were busy on some type of dispatched or self-initiated call at one time. During *red board* periods it was common practice to limit on-view activities and be mindful of critical radio traffic, particularly in one's assigned beat.

Approximately 18 months ago the TPD Communications Bureau began a study of *red board* situations for analyzing workload demands and activity in Communications. The initial methodology was not refined, nor was training or application of *red board* status consistently applied by dispatchers to calls-for-service. Original reporting practices and the lack of defined criteria resulted in the number of *red boards* being over reported. This July should be the first month that dispatchers are fully trained.

The Communications Bureau used the *red board* report for several months before Patrol became interested in the data for scheduling purposes. It was determined that *red boards* occur primarily during afternoon rush hour traffic (3:30 PM – 6:30 PM) when traffic accidents and false alarms are prevalent.

There has been a significant drop in reported *red boards* for May and June of this year compared to the previous year. A combination of revised reporting criteria and scheduling adjustments are probably responsible for the reduction.

We are currently attempting to address peak calls-for-service time periods through our Traffic SEMS, photo enforcement, and the revised Alarm Ordinance. Approximately 10.2% of *red board* calls in the first quarter of 2001 were alarm calls.

It should be noted that *red board* does not necessarily indicate an officer is unavailable for traffic. Dispatchers make high priority calls known to officers, who routinely cease other activities to assume higher priority calls. Under no circumstances are life threatening or emergency calls held for available officers, endangering the lives of citizens or other officers. There were no recorded priority “0” life threatening *red board* calls during May or June of this year. Regardless, such calls would have been dispatched.

The *red board* report is an evolving management tool that is designed to identify peak activity periods for scheduling and employment of call-for-service reduction strategies. There will always be windows of peak activity that will be difficult to address due to their limited duration and the difficulty of applying 10 hour shifts to cover these periods as effectively as we would like.

❑ **Budgeted Positions**

In the most recent biennial budget process, the City approved 50 new supplemental positions and 11 CIP-related positions, for a total of 61 new positions over the two year budget cycle. Of those 61 positions, 9 were new Police Officer positions and 3 were civilian Police positions. Of the 9 new positions, 4 were Special Enforcement Motor Units (cycle officers). The remaining 5 positions include a Range Officer, a Crime Prevention Officer, an EOD (bomb) Detective, a Forensics Computer Detective, and a Patrol Officer for the Mills Mall which is funded by the mall.

❑ **Neighborhood Policing**

Over the past year the Police Department emphasized a renewed focus on Tempe neighborhoods, which in concert with additional resources has spawned specific strategies to address public safety concerns and crime prevention in neighborhoods.

- Implementation of a 90% minimum staffing plan in Patrol. If Patrol drops to 90% staffing officers will be drawn from special assignments to augment Patrol.

- Neighborhood Traffic SEMS – a squad of Motor Officers assigned to address neighborhood traffic complaints and requests for traffic enforcement in neighborhoods. The Mayor and Council approved a second Neighborhood Traffic Selective Enforcement Squad for July 1, 2002.
- Night Detectives – a squad of detective assigned to nights and weekends to provide direct support /relief to Patrol and to limit call-outs and overtime.
- Prisoner Transportation Unit – a squad of civilian Detention Officers and a Supervisor originally funded with a grant and ultimately funded by the City Council in 2000. It is designed to relieve Patrol of prisoner transportation duties, keeping Patrol Officers in the neighborhoods.
- ACTION Team – a squad of Patrol Officers designed to address evolving crime “hot spots” in neighborhoods and throughout the City.
- Special Investigations Bureau – focusing on drug houses in neighborhoods.

Over the course of the next year the Department will expand our Crime Prevention Unit from one officer to four officers. The new Crime Prevention Unit will be housed in the old Kiwanis Police Substation that is currently being renovated. Crime Prevention Officers will be deployed on a quadrant basis and work more closely with residents, community groups, as well as Patrol Officers and Detectives assigned to the same geographic area.

In addition to employing many of the above mentioned strategies, all of our work units have worked collaboratively with one another and the community to capitalize upon the resources provided by the Mayor and Council over the past several years. The recent increase in citizen satisfaction with neighborhood and downtown safety is indicative of that effort.

The only scheduled mandatory overtime is the Block Party and July 3/4th fireworks event. This year the Mayor and Council approved holiday pay for July 3rd, which created a surplus of volunteers.

For the month of June 2001 the average detective’s caseload was 19.75 cases. Additionally, detective call-out and holdover has been reduced significantly due to implementation of the Night Detective Squad and new policies.